

State of Texas



Requirements Validation, Solution Analysis, and Funding Model for eProcurement System

Project Charter

Version 1_1

May 1, 2002

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Background and Objectives

In 1997, the 75th Legislature passed Senate Bill (SB) 820 charging the General Services Commission (GSC) to implement an eProcurement system for use by all state agencies. This legislation authorized GSC to conduct a feasibility study of an electronic commerce (EC) networking system. The purpose of this study was to assess the use of EC in maximizing efficiencies in the procurement-related functions as well as other allied governmental operations. To fulfill this mandate, GSC formed an Electronic Commerce Task Force (ECTF) to explore the use of information technology to implement an efficient infrastructure as part of the statewide strategy for EC. ECTF selected a consulting firm, Phoenix Planning & Evaluation, Ltd. to conduct the assessment. The results of this assessment can be downloaded or viewed at http://www.gsc.state.tx.us/elec_comm/feasstdy.html.

In February 2000, GSC awarded a contract to Syscom, Inc., to develop and operate a pilot eProcurement system that would be funded through user subscription and transaction fees. After testing in April 2000, the GSC encouraged state agencies and political subdivisions to participate in the pilot. Several hundred transactions have been processed through the pilot system to date.

In September 2001, GSC extended the contract with Syscom for the eProcurement pilot system through August 31, 2002. DIR is now responsible for management of the Syscom contract, as all functions and activities related to the establishment and management of the electronic infrastructure of the eProcurement marketplace and the electronic commerce network are transferred to the Department of Information Resources (DIR) effective October 1, 2001.

Statutory Requirements

The requirement for a State of Texas eProcurement solution is legislated in SB311 as enacted by the 77th Texas Legislature. This legislation requires DIR to establish and manage the electronic infrastructure of an eProcurement marketplace and electronic commerce network. DIR shall procure all goods and services related to the establishment of the marketplace and supporting network through a competitive selection process. Pursuant to SB311, 77th Texas Legislature (2001), GSC was abolished and its functions transferred to the Texas Building and Procurement Commission (TBPC). TBPC shall manage and administer the content of the eProcurement marketplace and electronic commerce network. Content includes the basic procurement functionality, the processes, and the information/data entered into and created within the system. Additionally, TBPC will ensure that the content of the eProcurement system complies with applicable laws. Infrastructure includes, but is not limited to, the development, purchase and management of the equipment, hardware, software and telecommunications necessary to achieve required functionality, and allow management of and access to the content as defined above.

Before developing a contract for the procurement of a good or service, a state agency shall use the eProcurement marketplace as prescribed by SB311 and TBPC rules. Each state agency, excluding higher education, must utilize the electronic commerce network and participate in contracts entered into by DIR or TBPC for the establishment or support of the network. DIR shall charge a fee to agencies for network services provided to the agency. The eProcurement marketplace and electronic commerce network will be implemented under a cost recovery model, to be funded from fees paid by agencies and vendors as set by DIR.

The requirement for Online Reservation and Ticketing capability is also legislated in SB311. DIR, in consultation with the TBPC, is required to establish and manage the electronic infrastructure of an online travel reservation and ticketing capability for use by state agencies participating in TBPC travel services contracts. The TBPC is required to manage and administer the content of the online travel reservation and ticketing capability. The legislation requires DIR to have the online reservation and ticketing capability fully operational by September 1, 2002.

Since SB311 requires all state agencies to use the eProcurement system, DIR needs to validate the requirements for the complete electronic procurement process in order to contract for a permanent solution. Successful implementation of a Texas eProcurement system will require staff involvement from DIR and the TBPC as well as active participation of department representatives.

DIR eProcurement Pilot Assessment

DIR issued an assessment of the current eProcurement pilot system on August 30, 2001. This report can be found at <http://www.dir.state.tx.us/pubs/ep/assessment.pdf>. This assessment was performed based on the passage of SB311 assigning responsibility for the eProcurement infrastructure to DIR. In the assessment, DIR identified a number of critical issues that must be addressed to achieve a fully functional, permanent eProcurement solution. DIR also identified two major steps needed to successfully implement a permanent eProcurement solution:

- ◆ Conduct a formal requirements analysis with full input from all project stakeholders, and
- ◆ Based on the requirements analysis and addressing the issues identified in this assessment, issue a Request for Offer for the development and implementation of a fully functional eProcurement system.

Primary Objectives

The primary objectives of the project are to:

- ◆ Develop a strategy for, and select a system and associated implementation services that support, the State's eProcurement and eTravel (reservation and ticketing) processes. The system should:
 - Increase the overall efficiency and effectiveness of the State's procurement processes, as well as improve the processes of the vendors that conduct business with the State via the system
 - Be easy for agencies and vendors to access/integrate with, regardless of their size and/or technological sophistication (e.g., will not shut out small and/or Historically Underutilized Businesses)
 - Fulfill the requirements of Senate Bill 311, enacted by the 77th Texas Legislature
- ◆ Develop a funding approach for the system that:
 - Is largely or entirely self-funded through vendor investment, user subscriptions, transaction fees, etc.
 - Provides a convincing, realizable value proposition for all parties

Scope

The scope of the eProcurement project is to perform a number of activities necessary to select an eProcurement system and associated implementation services for the State of Texas. These activities include the following:

- ◆ Conduct preliminary planning, needs assessment, and development of an eProcurement strategy;
- ◆ Perform an analysis of the requirements for an online travel reservation and ticketing system and assess the feasibility of including travel functionality in the eProcurement solution.
- ◆ Research and analyze alternative eProcurement solutions;
- ◆ Develop RFOs to support the acquisition and implementation of an eProcurement solution;
- ◆ Perform vendor evaluation and selection, and conduct contract negotiation;
- ◆ Develop a cost recovery model for the proposed eProcurement solution; and
- ◆ Develop a fit/gap analysis for the selected eProcurement system.

Project Plan

The project plan has been developed in, and will be maintained in, Microsoft Project. The plan has been organized by the phases consistent with the System Acquisition Methodology utilized by Salvaggio, Teal & Associates (STA). Each phase is subdivided into activities, tasks, and sub-tasks, as appropriate. The plan shows start and end dates, dependent relationships among tasks, and the critical path for the project.

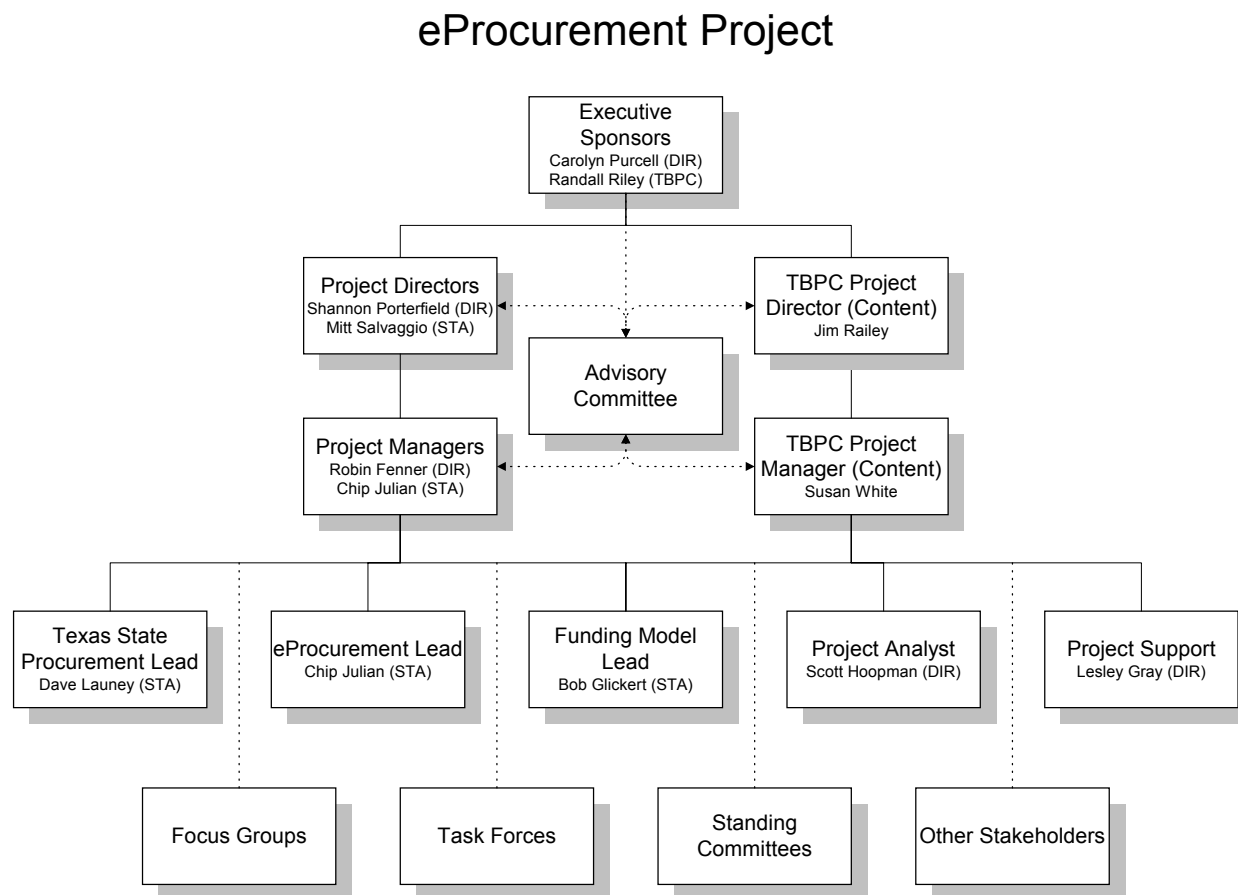
Resources will be assigned using an Excel spreadsheet that will contain the phases, activities, and tasks exported from Microsoft Project. In some cases, certain tasks that are below the level of those in Microsoft Project will be added to, and tracked in, the spreadsheet.

The project plan will be refined on an ongoing basis to reflect more detailed information as it becomes available and to track progress.

The project plan is provided as a separate document and can be found in the Project Initiation folder of the eRoom.

Organization and Responsibilities

Below is the organizational chart for the project, followed by a description of the roles and responsibilities for each position.



Roles and Responsibilities

Executive Sponsors

The Executive Sponsors will provide overall guidance to the project and provide senior-management direction in areas of scope, staffing, and issue resolution. Specifics of the role include:

- ◆ Actively champion the project and monitor project progress
- ◆ Maintain thorough understanding of what the project involves
- ◆ Provide high-level support and guidance
- ◆ Work to remove obstacles to success
- ◆ Approve changes to project scope, timing, and charter, as appropriate
- ◆ Provide resources or work with others to arrange for resources

- ◆ Empower the project team to make decisions
- ◆ Make strategic-level decisions and resolve issues quickly
- ◆ Establish and cultivate legislative sponsors

Executive Sponsors are:

Name	Agency	Phone Number	Email
Carolyn Purcell	DIR	512/475.4700	carolyn.purcell@dir.state.tx.us
Randall Riley	TBPC	512/463.3035	randall.riley@tbpc.state.tx.us

Advisory Committee Members

The Advisory Committee will serve as the advisory board and procurement subject matter experts, and will provide guidance to the project and input on the project deliverables. Specifics of the role include:

- ◆ Provide recommendations and guidance to the project
- ◆ Participate in issue resolution
- ◆ Actively champion the project
- ◆ Actively participate in committee meetings and focus groups
- ◆ Review final documents requiring Advisory Committee approval within three business days
- ◆ Identify statutory, rule, and procedural changes required to successfully implement eProcurement
- ◆ Ensure that all relevant stakeholder groups are identified and included in the requirements validation and specification review
- ◆ Participate in the evaluation of proposals for the permanent eProcurement solution and in contract negotiations with the eProcurement vendors

Advisory Committee Members are:

Name	Agency	Phone Number	Email
Ed Bloom, SATF	TIPC	512/475.2399	ed@tipc.state.tx.us
Mary Cheryl Dorwart	CPA	512/463.3909	mc.dorwart@cpa.state.tx.us
Jane Haney	TWC	512/463.2483	jane.haney@twc.state.tx.us
Mark Majek	BNE	512/305.6801	mark.majek@bne.state.tx.us
Bill Miller	DIR	512/463.3358	bill.miller@dir.state.tx.us
Carl Mullen	HHSC	512/424.6660	carl.Mullen@hhsc.state.tx.us

Name	Agency	Phone Number	Email
Tim Nolan, RMICC	TSL	512/463.2008	tnolan@tsl.state.tx.us
Nancy Rainosek	SAO	512/936.9990	nrainosek@sao.state.tx.us
Silvio Romero	TxDOT	512/416.2047	sromero@dot.state.tx.us
Floyd Self	UT	512/471.4266	fself@mail.utexas.edu
Kerry Stennett	TNRCC	512/239.3323	kstennet@tnrcc.state.tx.us
Debbie Van Loan, MACC	TSL	512/463.5443	dloan@tsl.state.tx.us

Project Directors

The Project Directors will provide senior-management support and project leadership. Roles and responsibilities include:

- ◆ Review project quality and assist in risk management
- ◆ Provide feedback on project direction, project management effectiveness, and project status
- ◆ Anticipate problems proactively and make recommendations for improvements

Project Directors are:

Name	Agency	Phone Number	Email
Shannon Porterfield	DIR	512/936.6681	shannon.porterfield@dir.state.tx.us
Mitt Salvaggio	STA	512/335.9348	mitt@salvagg.com

DIR/STA Project Managers

The DIR/STA Project Managers will provide the day-to-day management of the project and will:

- ◆ Develop and maintain a detailed project plan
- ◆ Manage/control project budget
- ◆ Prepare project status reports and conduct status meetings
- ◆ Manage activities in accordance with the project workplan
- ◆ Direct Team Leads in the day-to-day execution of the project
- ◆ Ensure that all resources and their respective skills are optimally utilized
- ◆ Allocate/reallocate project resources and assign/reassign tasks to resources, as appropriate
- ◆ Monitor the quality of deliverables and work products

- ◆ Establish and manage project processes to control project scope, mitigate project risks, and resolve issues

DIR/STA Project Managers are:

Name	Agency	Phone Number	Email
Robin Fenner	DIR	512/936.6681	robin.fenner@dir.state.tx.us
Chip Julian	STA	512/936.6909	chip.julian@ dir.state.tx.us

TBPC Project Manager

The TBPC Project Manager will provide direction regarding the content and functionality of the eProcurement system and will coordinate with the DIR/STA Project Managers and team members to ensure an integrated project outcome. The TBPC Project Manager will:

- ◆ Manage the TBPC area of the project in accordance with the overall project plan
- ◆ Identify and coordinate issue resolution, specifically as they relate to procurement rules and regulations and the proposed content and functionality of the permanent solution
- ◆ Ensure that the appropriate management at TBPC are informed of project status and provided the opportunity to participate as needed

TBPC Project Manager is:

Name	Agency	Phone Number	Email
Susan White	TBPC	512/463.3420	susan.white@tbpc.state.tx.us

Lead Consultants and Project Analyst

Lead Consultants are subject-matter experts who will provide direction regarding their area of the project and will coordinate with the other Leads and team members to ensure an integrated project outcome. They will:

- ◆ Manage their area of the project in accordance with the overall project plan
- ◆ Facilitate work sessions and conduct interviews, as appropriate
- ◆ Ensure adequate project documentation is created and maintained
- ◆ Lead the development of their assigned deliverables and ensure deliverables are completed on schedule
- ◆ Assist in controlling project scope, mitigating project risks, and resolving issues by performing project processes as defined

Focus Group Members

Focus Group Members will consist of Subject Matter Experts in relevant disciplines who are formally assigned to the project and will participate in organized work sessions designed to develop and validate functional and technical requirements. Focus Group Members will:

- ◆ Participate in focus group work sessions
- ◆ Make recommendations to add requirements, modify requirements to more accurately reflect the State's needs, and delete requirements
- ◆ Review requirements documentation for accuracy and completeness
- ◆ Selected Focus Group Members will participate in final requirements validation activities.

Subject Matter Experts

Subject Matter Experts (SMEs) will participate on the project in both a formal and informal capacity; formally, as Focus Group Members; informally, as experts available to answer project-related questions as they arise. SME's are considered experts in their fields, for example procurement, finance, and information technology, and will be able to answer routine questions and provide input regarding desired and required functionality.

Standing Committees/Groups

State and local government standing committees/groups will be used to validate project decisions as well serve as a vehicle to communicate the State's eProcurement direction. Standing committees/groups that may be used are:

- ◆ State Agency Coordinating Committee (Purchasing and Finance Subcommittees) (SACC)^W
- ◆ Advisory Committee on Procurement (ACP)^W
- ◆ Agency Information Resource Managers (IRM)^W
- ◆ TBPC Cooperative Groups (COOPs)^W
- ◆ Vendor Advisory Committee (VAC)^P
- ◆ Small State Agency Task Force^P
- ◆ Texas Municipal League^P
- ◆ Mid-Size Agency Coordinating Council (MACC)^P
- ◆ ISAS Steering Committee^P
- ◆ USAS Users Group^P
- ◆ HHSAS Steering Committee^P
- ◆ Records Management Interagency Coordinating Council (RMICC)^P
- ◆ Texas State Agency Business Administrators' Association (TSABAA)^P
- ◆ Texas Association of State Systems for Computing and Communications (TASSCC)^P
- ◆ State Agency and University HUB Coordinators^P
- ◆ TexasOnline Authority^P

^W May be used as workgroups to help develop and finalize system requirements

^P May be provided presentations to communicate the direction and status of Texas eProcurement

Communication Plan

Progress reports will be provided regularly throughout the project to the Steering Committee, Executive Sponsors, project directors, and project managers. Project status meetings will be held with these groups to further discuss project progress.

The purpose of progress reporting is to identify and recognize accomplishments (i.e. completion of tasks and deliverables), timeline or Gantt Chart updates, resource issues, milestone and deliverable “stop light” status, and significant risks and/or concerns.

Status Reports

Status reports will be created weekly by each team lead and forwarded to the Project Office. These reports contain project accomplishments, issues resolved and outstanding, budget versus actual progress, and milestones achieved.

Individual Weekly Status Reports

The team leads and project managers will prepare weekly status reports to record their project progress and outline any delays or issues that may prevent progress. Individual status reports will be posted to a status report folder in the Project Management directory within Texas eProcurement eRoom. Individual status reports are due by the end of business every Friday.

Project Weekly Status Report

The Project Office will consolidate the individual status reports into a project status report. Project status reports are due by the end of business every Monday. Following approval of the DIR Project Director and DIR Project Manager, this report will be distributed to the Advisory Committee, Project Directors, and Executive Sponsors and will be posted on the Texas eProcurement eRoom so all team members can review it.

Project Status Meetings

The Project Managers will facilitate these meetings to discuss project progress, issues, business process integration, and next steps.

Weekly Project Team Meeting

Weekly project team meetings are intended to keep the team members focused on their goals and to identify any obstacles that may keep team members from completing their work according to the workplan timetable. The meetings will be held on Mondays at 1:30pm. The attendees are the Project Directors, Project Managers, PMO Staff, Team Leads, and others as appropriate.

Project Status Review with Advisory Committee

The project team will meet with the Advisory Committee on a biweekly basis to review the project plan and to discuss accomplishments and issues. The Executive Sponsors are also invited to attend these meetings. The meetings will be held on every other Tuesday at 3:00pm. Any issues that were not resolved in the weekly project team meetings can be resolved at this time.

Outreach – Communication to Stakeholder Audiences

To increase the project's chances for success, an effective outreach communication plan should be developed and effectively executed. The purpose of an outreach communication plan is to educate, inform, energize, and engage all project stakeholders. In particular, it should:

- ◆ Build executive sponsorship
- ◆ Reduce resistance to the change
- ◆ Help to coordinate related, and possibly conflicting, initiatives
- ◆ Generate interest and involvement among users and within the vendor community

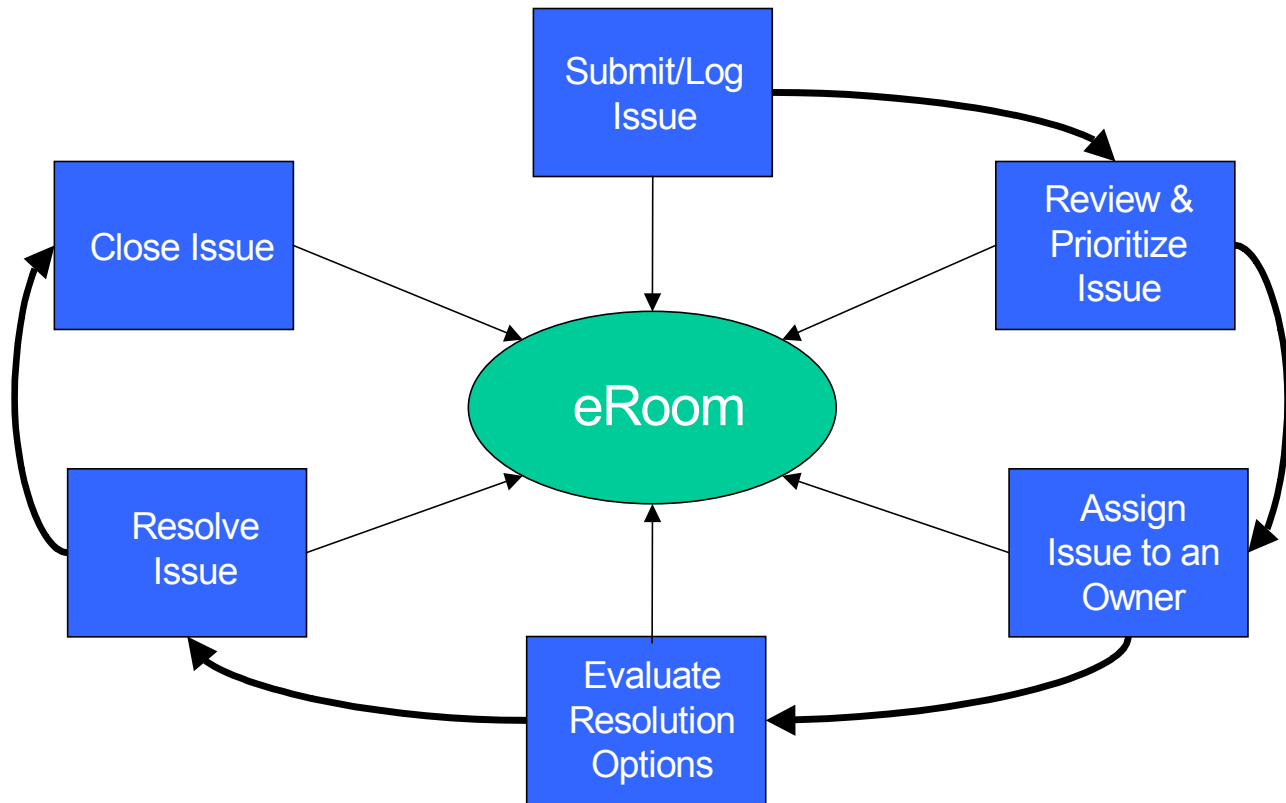
Key elements of a successful plan should include:

- ◆ Audience – Who will be the recipient(s) of the information
- ◆ Owner – Who will be accountable for communication execution
- ◆ Objective/Expected Results – What is to be accomplished
- ◆ Message – What will be communicated to achieve the objective
- ◆ Communication Vehicle – How will the message be delivered (e.g., newsletters, email broadcasts, etc.)
- ◆ Frequency/Timing – How often/when will the message be delivered
- ◆ Date Delivered – Historical record of message delivery dates
- ◆ Feedback Mechanism – How the audience will provide feedback to the message

Project management will direct the development and execution of the outreach communication plan.

Issue Resolution Process

The diagram below provides an overview of the Project's standard Issue Resolution process:



Submit/Log Issue

All identified issues will be entered into an Issues Database in the eRoom. The default issue status will be 'Submitted'. The database will be updated as an issue continues to progress through the process. Project management will closely monitor the Issues Database as certain unresolved issues could materially impede the progress of the project.

Review and Prioritize Issue

Members of the project management team will review the issue and determine whether to accept/assign, reject, or defer the issue. Assigned issues will be prioritized based on the impact the issues have, or will have, on the project's progress, and the issues are assigned a target resolution date.

Assign Issue to an Owner

An accepted issue will be assigned to an owner who will be responsible for driving the issue to resolution.

Evaluate Resolution Options

The issue owner will determine viable resolution options, and then manage the evaluation of the options, taking into account the pros and cons of each option. When necessary, functionality within eRoom will be used to vote on resolution options.

Resolve Issue

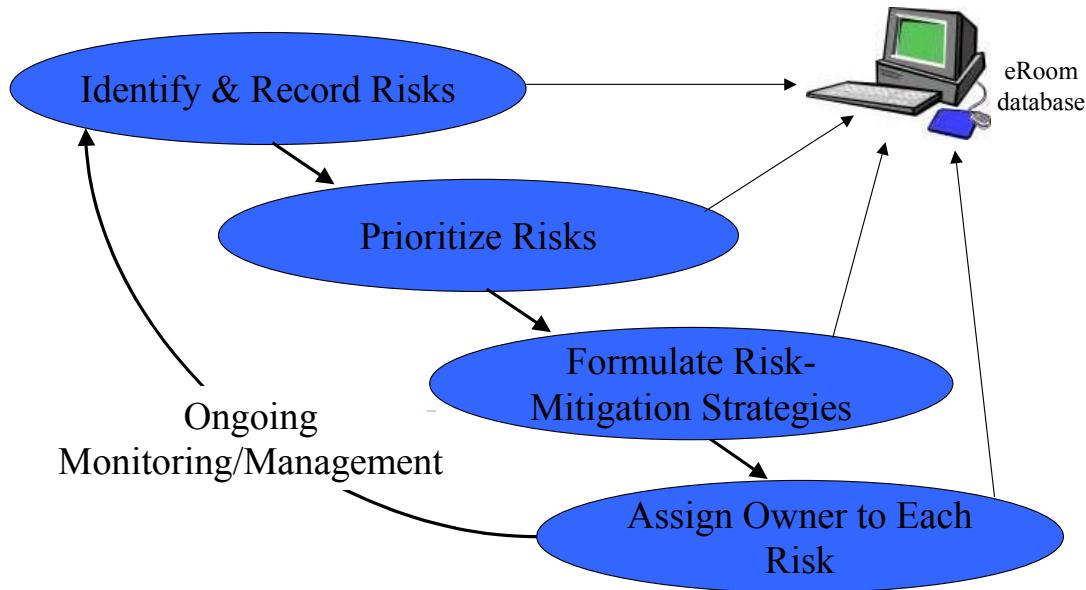
The owner will work to resolve the issue by the target resolution date. If the issue is not resolved by the target date, a new target date will be set, and the owner of the issue will confer with project management to determine the appropriate management escalation action to take. This escalation process will continue until the issue is resolved.

Close Issue

Once an issue has been resolved, it will be assigned a Resolved status in the Issues Database.

Risk Management Process

The diagram below depicts the project's Risk Management process:



Identify & Record Risks

At the outset of the project, the project team will perform a Risk Assessment to identify and document potential risks to the project's success (i.e., conditions or events that could prevent achieving the expected project benefits, at or below the planned cost/budget, within the planned timeframe). For each risk item the potential negative impact will be documented as well as the likelihood/probability the negative impact will occur.

Prioritize Risks

Once the risks are identified and documented they will be prioritized according to potential impact and the likelihood/probability the negative impact will occur.

Formulate Risk-Mitigation Strategy

An appropriate risk-mitigating strategy will be formulated for each risk item.

Assign Owner to Manage/Monitor Risk

An owner will be assigned to each risk, and the owner will be responsible for monitoring the risk's impact and ensuring the risk-mitigating strategy is executed.

Perform Ongoing Risk Monitoring/Management

Ongoing risk-management review sessions will be conducted on a periodic basis to monitor previously identified risks and to manage new risks as they emerge.

Project Standards

Establishing standards for the team to follow provides for consistent work products among the team members. This is particularly important on a project of this size and complexity. The project standards section includes the following:

- ◆ Documentation Standards
- ◆ Naming Conventions
- ◆ Version Control
- ◆ Meeting Standards

Documentation Standards

The Texas eProcurement project will create and maintain hard and soft copy documentation. The Documentation Standards include the following:

- ◆ Templates used to create documents
- ◆ Naming conventions for project directory structure and documents
- ◆ Version control for formal documents
- ◆ Types of documentation that, at a minimum, the project should retain
- ◆ Standards for documenting and holding meetings

The remainder of this section discusses each of the items mentioned above.

It is essential that all documents be in a consistent format and structure. Documentation standards help to manage expectations about the documents produced. Therefore, the Texas eProcurement project has established documentation standards and templates to guide the delivery of all communications. All Texas eProcurement team members are expected to adhere to and comply with these standards.

Document Templates

Guidelines for font type and pitch, Headings and footers, version control, etc. are:

Document Text (Body) Standards

Font and Paragraph Settings	
Font	Arial
Font Style	Regular
Pitch	11 pt.
Before Spacing	6.0 pt.
After Spacing	6.0 pt.
Line Spacing	Single
Default Tab Stops	0.5"
Left Indentation	0"
Right Indentation	0"

Page Settings	
Top Margin	1.0"
Bottom Margin	1.0"
Left Margin	1.0"
Right Margin	1.0"
Gutter	0.0"
Heading (from Edge)	0.5"
Footer (from Edge)	0.5"
Page Numbering	Right Justified
Numbering	Arabic (i.e., 1,2.)

Document Text Heading Standards

Common Heading Settings	
Font	Arial
Font Style	Regular
Line Spacing	Single
Default Tab Stops	0.5"
Left Indentation	0"
Right Indentation	0"

Specific Heading Settings: Heading 1	
Font Style	Bold, Italic
Pitch	16 pt
Before Spacing	6.0
After Spacing	12.0

Specific Heading Settings: Heading 2	
Font Style	Italic
Pitch	14 pt.
Before Spacing	6.0 pt.
After Spacing	6.0 pt.

Specific Heading Settings: Heading 3	
Font Style	Bold
Pitch	12 pt.
Before Spacing	6.0 pt.
After Spacing	6.0 pt.

Footer Standards

Footer Format	
Left Top	Version number
Middle Top	Only if required. Could use for DRAFT purposes
Right Top	Page numbers (Page - #)
Left Bottom	File Location of document on LAN or who has Master Copy

Graphic and Tables Standards

Font Settings	
Font	Arial
Font Style	Regular
Pitch	10 pt.

Naming Conventions

In order to maintain consistent directory and file names to allow for easy identification of the location and purpose of project documents, the Texas eProcurement project has established a naming convention process that includes the following:

- ◆ Directory structures: Electronic files will be stored in the Texas eProcurement eRoom. The structure of the directories within the eRoom will mirror the project structure. For example, there will be directories for each phase of the project. Within each phase, directories and subdirectories will be created to further organize electronic files. In addition to the Phase directories, a general directory called Project Management will be created to store documents that do not fall within a specific phase or cover multiple phases.
- ◆ File Names: File names should be descriptive, but concise followed by an underscore and the date (mmddyy). For deliverables, the date should be followed by a version number in the filename

Version Control

In order to manage the development and correction/modification of documents, the Texas eProcurement project will utilize a version control process that includes the following:

- ◆ Project documents, such as the Texas eProcurement Charter, begin with Version 1_0. While the document is in development, use a version number below 1_0.
- ◆ Version addendum numbers increment by tenths (0_1, 0_2, etc.) to indicate requested modifications and changes. This may represent graphical clean up rather than core content modifications.
- ◆ New version numbers (2_0, 3_0, 4_0, etc.) indicate major changes to the document. A major change is defined as one that would leave the reader of a previous version with a misunderstanding or incorrect standard or status. Major version modifications are the result of key components of content being added, updated or changed. New versions numbers should only be used after a document is considered accepted, distributed, and final (the “draft” label is removed).

Version control numbers should be clearly visible on the deliverable. Place the version control number as appropriate on the cover page, as well as in the left-hand corner of the document footer. In addition, place the creation date and date of last update on the cover page.

Document Retention

The Texas eProcurement project will establish and maintain a library containing documentation and reference materials for project related activities. The library is the primary point of reference for the Texas eProcurement project documents.

Located in the DIR Project Management offices at the William P. Clements building, the library stores hard and soft (electronic) copies of project related documents. Documentation stored at the library includes both materials that the project team creates and materials that the project receives.

Examples of documents include the following:

- ◆ Project deliverables
- ◆ Written communications including presentations, letters, and memos
- ◆ Copies of status and progress reports
- ◆ Other communication materials and mechanisms targeted at internal and external stakeholders, such as brochures, newsletter articles, and other awareness items

All eProcurement project related documentation is the property of DIR and will follow DIR’s document retention policy. This policy states that documents will be retained for four years after the close of the project.

Hard Copy Document Management

Throughout the course of this effort, the project will generate and receive paper correspondence of varying types. Originals and/or copies of all paper documents both received by and sent from the project should be filed in the library.

Soft Copy Document Management

Throughout the course of this effort, the project will generate and receive electronic correspondence of varying types. All electronic documents both received by and sent from the project should be filed in the Texas eProcurement eRoom in the appropriate folder.

Final deliverables and other documents such as those referenced under ***Document Retention*** will be saved on the DIR network in the eProcurement project folder using the directory structure prescribed by DIR's records management policy.

Each team should establish the structure within its team directory as prescribed under "Naming Conventions". The team leads should establish project-level directories to be used for documents that are standard across teams (e.g. blueprint documents) to avoid confusion in finding documents.

General rules about saving documents:

- ◆ Do save documents in central files if they are going to be needed later or by other people
- ◆ Don't save documents in central files unless they will be needed later, or by other people
- ◆ Do save all final electronic copies of documents on the server

Meeting Standards

Standards regarding meeting conventions and facilitation provide consistency across the various activities in the project. In addition, meeting standards promote meeting effectiveness and using participants' time wisely. Adhering to these standards also delivers agendas and meeting summaries to the team in a timely manner.

Meeting Process

It is imperative that the project team follows certain standards to schedule and prepare for meetings. Adhere to the following guidelines for all project-related meetings.

Schedule the Meeting:

- ◆ Send proposed participants an email invitation requesting a RSVP; send the Project Team (onsite at DIR) a meeting invitation using GroupWise.
- ◆ Post the meeting on the project calendar.
- ◆ Ensure that all proposed participants are included on the attendee list.
- ◆ Request and schedule the conference room as the meeting owner.
- ◆ Obtain advance approval by the DIR project manager for meetings external to the project team.

Prepare the Meeting Materials:

- ◆ Use the meeting agenda template, and assign both a facilitator and scribe to document decisions, action items, and next steps.
- ◆ Make every effort to prepare and provide the agenda 24 hours in advance of the meeting.
- ◆ Include all materials required by the participants as attachments to the meeting message.

Note: If the agenda and the meeting materials are not available in advance of the meeting, bring copies for each of the participants.

Conduct the Meeting:

- ◆ The facilitator conducts the meeting. Monitor the time spent discussing each agenda item.
- ◆ Attendees will complete a sign-in sheet to record attendance
- ◆ Begin and end the meeting on time
- ◆ Summarize meeting decisions and action items throughout the discussion of each agenda item.
- ◆ Summarize next steps as discussed.

Prepare Meeting Summary:

- ◆ Prepare meeting summary to include a high level overview of the meeting, attendees, issues discussed, decisions made, action items, and announcements and other noteworthy items
- ◆ Distribute the meeting summary to the meeting invitees (both participants and those unable to make the meeting) via the project Web page.
- ◆ File electronic copies of summary in the appropriate folder in the eRoom.